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ABSTRACT

This directory, which is designed for the use of training officers in the Washington, D.C. area in prescribing learning programs to meet employee training needs, describes available group and self instructional programs used for the training of supervisors and managers. Each of the 21 courses listed contains the pertinent information necessary to make the determination of its appropriateness to meet the training needs of an agency. Such information includes subject matter, purpose, entry level, format, type of instruction, supervision requirements, time to complete, cost, and related materials. The course titles range from "Introduction to Supervision" to "The Effective Executive." (CL)

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Directory of Instructional Programs In Supervision And Management Training

MAY 1972

U.S. CIVIL SERVICE COMMISSION
BUREAU OF TRAINING
TRAINING ASSISTANCE DIVISION

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INTRODUCTION

This directory is designed for the use of training officers in the Washington, D. C. area for prescribing learning programs to meet employee training needs. It describes available group and self-instructional programs used for the training of supervisors and managers.

The courses listed may assist agencies to meet requirements of the Civil Service Commission's guidelines (FPM, Chapter 410. Appendix A) for supervisory training.

To reduce design costs and development efforts, interested agencies may reproduce and/or purchase the course materials listed in this directory.

Each course listed contains the pertinent information necessary to make the determination of its appropriateness to meet the training needs of an agency. The course information was obtained from agencies who produced them "in-house" or under contract. Course developers agreed to share the content with users who have training needs that can be achieved by using these "hand-off" materials. After the program has been reviewed, appropriate materials can be provided by the CSC Consultation and Guidance Staff. The directory consists of program course descriptions and characteristics, and an index which lists courses by contributing agency. Periodic reviews will be made to up-date this directory. When changes occur in the listed programs or new programs are developed, which can be shared with other agencies, the CSC Training Technology staff should be notified. Your efforts to keep this material current can benefit other training

officers having similar training needs in addition to dollar savings throughout the Federal training community.

The programs listed are available for review by contacting the Consultation and Guidance staff of the Training Assistance Division, Bureau of Training, Civil Service Commission, Washington, D. C. 20415. (Tel.: Area Code 202 632-7630 or IDS Code 101-27630.

TITLE:	Introduction to Supervision
DEVELOPER:	U. S. Civil Service Commission, Bureau of Training, General Management Training Center
SUBJECT MATTER:	Supervisory training
PURPOSE:	To familiarize the new supervisor, or experienced supervisor who has had formal training in supervision, with supervisory concepts and techniques. By completing a work distribution study as a part of precourse assignments, participants have an opportunity to apply concepts and ideas to their own day-to-day activities. (Participants with limited supervisory experience should attend this course prior to attending the other separate Commission courses -- "Supervision and Group Performance" and "Basic Management Techniques I".)
ENTRY LEVEL:	All supervisors in addition to those employees designated to assume supervisory positions
FORMAT:	Through case studies, small group discussions and practical exercises, the topic in each session is enlarged upon by providing printout materials and selected readings from the text. Session topics are: Expectations of the Federal Supervisor; Personnel Management and the Supervisor; The Sociology of Work; Labor Management Relations; Principles and Practices of Supervision; Dynamic Leadership; Processes for Solving Problems; Training for Results; Equal Employment Opportunity; Improving Communications and Self Development. Two 16mm films are used. (CSC conducts an "Instructor's Institute" for those who plan to conduct this course. Cost $300.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor is required to be on hand at all times to assist in discussions and to monitor group activities.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain

Introduction to Supervision - Continued

COST: Course materials consist of: (1) Guide for Instructors ($2.50 each) and (2) Participant Print-outs ($2.25 per set). These materials are available at Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402.

RELATED MATERIALS:

Text: Management-Minded Supervision by Bradford B. Boyd, McGraw-Hill Book Co., Distribution Center, Highstown, N.J. 08520, 1968, 301 pages, $6.95.

Films: "Listen Please" BNA Films, Bureau of National Affairs, Inc., 5615 Fishers Lane, Rockville, Md., 20852, Purchase -- $125 per film; Rental -- $25 per film (per week).

"Styles of Leadership," Roundtable Films, Inc., 321 South Beverly Hills, Calif. 90212, Purchase -- $45-color per film (per week).

TITLE:	Supervisory Training Course I
DEVELOPER:	Agricultural Research Service, Personnel Division
SUBJECT MATTER:	Supervisory training
PURPOSE:	"Through interaction with supervisors from other divisions and by exchanging experiences with them, participants compare and contrast their own supervisory situations with those of others in order to: - gain a better understanding of range of activities which contribute to the character, attitude, and philosophy of ARS - gain a better appreciation of scope and impact of ARS programs." This course covers the first 40 hours of instruction as required by the U.S. Civil Service Commission's FPM 410 (Appendix A: Supervisory Training) while also providing meaningful problem oriented instruction to ARS's own first-line supervisors.
ENTRY LEVEL:	First-line supervisors, WS and GS catagories
FORMAT:	This course uses programmed materials and employs a variety of media, methods and techniques. An audio tape is used during several portions of the program to present information and to set the pace for group discussion and involvement. Role playing, problem guidance devices, case studies, a paper and pencil program, tape/workbook exercise,and problem workshops are used. A film is also used in the conduct of the course. The user must provide a 16mm projector, a tape recorder, and a flip chart stand. (ARS conducts an "Instructor's Institute" for those who plan to conduct this course.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	An instructor is required to: observe student progress, respond to student requests for information, and conduct group discussions.
TIME TO COMPLETE:	40 hours
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain

Supervisory Training Course I - continued

RELATED MATERIALS: Film: "You're Coming Along Fine," Roundtable Films, Inc., 321 South Beverly Hills, Calif. 90212, Purchase $170-b/w, $290-color; Rental -- $27.50-b/w, $45-color (per week).

Tapes: "Selected Problems"
"Work Assignment Process"
(Agency should modify these tapes to fit their own situation. Available from ARS on a loan basis only, for reproduction purposes.)

TITLE:	Supervisor Development Program: Basic Course
DEVELOPER:	Department of the Army, Office of the Deputy Chief of Staff for Personnel
SUBJECT MATTER:	Personnel management
PURPOSE:	To acquaint supervisors with the role and functions of the supervisor in Army management and provide training in the laws, regulations, policies, and procedures relating to Army-wide civilian personnel programs.
ENTRY LEVEL:	Designed for new first-level supervisors who have had little previous training in supervising a civilian work force. Some units of the course are also appropriate for experienced supervisors at any level in the organization who need additional basic training to improve performance.
FORMAT:	Participant activities include: lecture, buzz groups, case studies, role play, conferences, and reading assignments. Film, filmstrips, charts, and tape recordings, some of which have been developed by Army, are used. A series of Army Civilian Personnel Pamphlets (CPP) provide guidelines in the form of suggested subject matter coverage, agenda, and training methods. The course consists of 15 individual topics.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Requires one instructor and guest speakers for some units.
TIME TO COMPLETE:	Depends upon agenda selected. Total course average from 60 to 80 hours.
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Suggested instructional support materials are listed in each pamphlet.

TITLE:	Basic Supervisory Training Course
DEVELOPER:	Internal Revenue Service, Training Division, Management Training Branch
SUBJECT MATTER:	Supervisory training
PURPOSE:	Suggests ways to improve interpersonal skills with special emphasis on the supervisor's relationship to his employees and management. It also covers behavioral theory, communication, and group processes. In addition, the course is oriented toward the supervisor's administrative functions which include: Work Organization; EEO; Performance Evaluation; Labor Relations; Position Management; and Promotion.
ENTRY LEVEL:	First-line supervisors
FORMAT:	A variety of instructional methods and techniques are used throughout the course. The application of case studies to actual job related problems help to develop human behavioral concepts. An in-basket exercise provides an opportunity for the new supervisor to deal with a variety of situations which demand the setting of priorities. An instructor guide and handouts are used in Part 1 -- Interpersonal Aspects of the Supervisor's Job, and Part 2 -- Administrative Aspects of the Supervisor's Job. Part 1 also has a programmed student course book.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructors are required during most of the course activities to conduct class discussions, apply personal experiences, and enliven formal procedures.
TIME TO COMPLETE:	80 hours -- usually conducted during two consecutive weeks
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Text: The Successful Supervisor: In Government and Business by William R. Van Dersal, Harper and Row Publishers, Inc., 49 E. 33rd St., New York, N. Y. 10016, 1968 (2nd Edition), 210 pages, $4.95.

Films: "You and Office Safety," Xerox Corp., Building 317, 800 Phillips Road, Webster, New York 14580, Write company for purchase price.

"The Union Steward and You" (MN-10686), Head Research and Public Inquires, Navy Department, Washington, D.C. 20350. (Write for free loan.)

TITLE:	Supervision of Low-Skilled Employees
DEVELOPER:	U.S. Civil Service Commission, Bureau of Training, General Management Training Center
SUBJECT MATTER:	Supervisory training
PURPOSE:	This course is designed to meet the needs of supervisors, who have responsibility for the orientation, training and development, and work performance of low-skilled workers.
ENTRY LEVEL:	Government supervisors at any level
FORMAT:	The five day program stresses the principle that meaningful employment can fullfill a variety of basic human needs. There will be some analysis of past and current experiences, including a study of techniques that have proven productive. Films, case studies, workshop exercises, and role playing will involve supervisors in situations that stimulate real problems. These and other instructional materials are used with the course. In addition, the user must provide a 16mm projector, an overhead projector, a tape recorder, a filmstrip projector, and a projection screen. (CSC conducts an "Instructor's Institute" for those who plan to conduct this course. Cost $300.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor is required to be on hand at all times to assist in discussions and to monitor group activities.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	Course materials consist of: (1) Guide for Instructors ($2.50 each), and (2) Participant Print-outs ($1.25 per set). These materials are available at Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402.
RELATED MATERIALS:	Bulletin: "Guidelines for the Employment of the Disadvantaged" by Sidney A. Fine, The W. E. Upjohn Institute for Employment Research, 300 South Westnedge Avenue, Kalamagoo, Mich. 49007, June 1969, 31 pages, 25 cents.

Supervision of Low-Skilled Employees - Continued

Reprint: (From Harvard Business Review) "Successful Experience: Training Hard-Core Unemployed" by James D. Hodgson and Marshall H. Brenner, Harvard Business Review, Soldiers Field, Boston, Mass. 02163, Sept. -- Oct. 1968, 12 pages, $39.70 for first 100 copies, additional copies $20.00 per hundred.

Pamphlet: "Upward Mobility for Lower Level Employees" by U.S. Civil Service Commission, 1970, 19 pages. Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402-cost 35 cents.

Film: "The Way Out," Human Development Institute, 20 Executive Park West, Atlanta, Ga. 30329, no date given - costs single 16mm film ($350.) or four film clips ($372).

Filmstrip Series: "Supervising the Disadvantaged," Addison-Wesley Publishing Co., Inc., Reading, Mass. 01867, no date given - costs Reel-to-Reel tapes and filmstrips ($202.50) or cassette tapes and 35mm slides ($222.50).

Overhead Transparencies: Master prints are available on a loan basis for reproduction at agency's expense.

Misc. Disorientation (Eye) Glasses and Puzzles, Human Development Institute, 20 Executive Park West, Atlanta, Ga. 30327 - costs Glasses - 90 cents each and Puzzle - 40 cents each.

TITLE:	Fundamentals of Supervision
DEVELOPER:	Social Security Administration, Office of Administration, Division of Training and Career Development
SUBJECT MATTER:	Supervisory training
PURPOSE:	To develop in the newly appointed first-line supervisor the understanding, knowledge, attitudes, and skills required to direct individual efforts of others toward the accomplishment of desired goals. Introduces modern concepts and practices of effective supervision, and reinforces natural qualities of leadership which contribute to the selection of the newly appointed supervisor.
ENTRY LEVEL:	Newly appointed first-line supervisors (GS 5-14) and project leaders who meet the definition of a newly appointed supervisor.
FORMAT:	Group centered approach, with emphasis on the experimental and associative involvement. The methods used in this course are lecture, conference, large and small group discussions, case studies, interviewing, role-playing, practical exercises, games, tests, etc. The following materials are needed to conduct the course: two films and overhead transparencies. The user must provide a 16mm projector, an overhead projector, a projection screen, and a chalkboard. A Discussion Leader's Manual provides the necessary content to conduct the course. (SSA conducts a "Trainer's Institute" for those who plan to conduct this course.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Discussion leaders work as a team. One team member is required to be present at all times to assist in discussions and to monitor group activities.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Course was developed based on information from CSC audits, SSA management and personnel practices surveys, and a joint union mangement committtee task group to derive supervisory responsibilities in SSA. The course was piloted three times in Central Office and in the field. Trainees were measured for attitude and behavior changes in a one-day evaluation and critique session.

COPYRIGHT: In public domain

COST: No charge to Government agencies for course materials prepared by developer

RELATED MATERIALS:

Films: "The Eye of the Beholder," Stuart Reynolds Production, 9565 Wilshire Blvd., Beverly Hills, Calif. 90212, 1955. Write company for rental or purchase charges.

"Challenge of Leadership," AVCO New Idea Farm Equipment Co., Advertising Dept., Cold Water, Ohio 45828, ATTN: Mr. William Sheeley, 1965 (free loan).

Pamphlets: "Personnel Guide for Supervisors" (Agency should provide a guide based on their own organization.)

"How the Discrimination Complaint System Works," by U.S. Civil Service Commission. Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402 (GPO # -- CS1.59:10/2) - costs 10cents each or $5 per 100 copies.

TITLE:	Supervision and Group Performance
DEVELOPER:	U.S. Civil Service Commission, Bureau of Training, General Management Training Center
SUBJECT MATTER:	Supervisory training
PURPOSE:	Introduces experienced supervisors to modern concepts of effective supervision and assists them in determining how these concepts can be applied to today's work force.
ENTRY LEVEL:	Intended for experienced first-line supervisors. Participants should have direct responsibility for employees in their organizations.
FORMAT:	This a group centered course with considerable learner involvement. An instructor's guide provides course materials and discussion guidelines. (CSC conducts an "Instructor's Institute" for those who plan to conduct this course. Cost $300.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor is required to be on hand at all times to assist in discussions and to monitor group activities.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	Course materials consist of: (1) Guide for Instructors ($4.25 each), and (2) Participants's Workbook ($3.25 each). These materials are available at Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402.

TITLE:	Supervisory Training Program
DEVELOPER:	Department of Health, Education and Welfare, Health Services and Mental Health Administration, Office of Personnel
SUBJECT MATTER:	Supervisory training
PURPOSE:	The purpose of the program is to improve supervisory behavior in organizational and functional management, people management, and resource management. The program contains 22 sections preceded by 4 sections of instructions on how the program is to be implemented.
ENTRY LEVEL:	First-level supervisors
FORMAT:	Basically the 22 sections of the notebook contain the content of what should be covered rather than the traditional lesson plans of other programs. The assumption is made that experienced trainers can create their own lesson plans from these materials. Suggested reading materials are included.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	The program coordinator administers the course using available training resources within and outside his organization.
TIME TO COMPLETE:	The time varies up to 80 hours. Program design is flexible.
VALIDATION DATA:	Can be furnished by developer on various parts of the program.
COPYRIGHT:	In public domain
COST:	No charge to Federal agencies for course materials prepared by developer

TITLE:	Basic Principles in Supervision and Management
DEVELOPER:	U.S. Department of Agriculture, Soil Conservation Service (SCS)
SUBJECT MATTER:	Supervision and management
PURPOSE:	Introduces future first line supervisors to the basic elements of supervision and management.
ENTRY LEVEL:	New employees in SCS and potential first line supervisors
FORMAT:	A self administered 10-lesson correspondence course includes home study materials and an instructional manual. The lessons are: Working with People; Supervision; Communications; Motivation and Participation; Planning, Scheduling, Organizing Work Improvement Studies; Self-Improvement; Organization; Decision Making; and Personnel Policies Practices and Procedures. Three texts are required.
TYPE OF PROGRAM:	Self-instruction; instruction by correspondence
SUPERVISION:	An experienced coordinator provides guidance and lesson reviews.
TIME TO COMPLETE:	100 hours
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Texts: How to Take the Fog Out of Writing by Robert Gunning, Dartnell Corp., 4660 Ravenwood Avenue, Chicago, Illinois 60640, 1956, 64 pages, price unknown. How to Talk with People by Irving J. Lee, Harper & Row Publishers, Inc., 49 E. 33rd St., New York, N.Y. 10017, 1952, 176 pages - cost $4.50. The Human Side of Enterprise by Douglas McGregor, McGraw-Hill Book Co., 330 W. 42nd St., New York, N.Y. 10036, 1960, 246 pages - cost $7.95.

TITLE:	Supervision and Management for Navy Civilian Personnel
DEVELOPER:	Navy Facilities Technical Training Center (NFTTC), Navy Public Works Center
SUBJECT MATTER:	Basic concepts and techniques of first-level supervision and management
PURPOSE:	As a correspondence course or classroom training course (including home study assignments), it is designed to assist activities to provide the first increment of basic pre-supervisory training for new supervisors as well as potential supervisors, as outlined in FPM, Chapter 410, Appendix A.
ENTRY LEVEL:	New first-level supervisors or supervisors-select, both GS and WS, who have not had formal training in basic supervision.
FORMAT:	This home study course is arranged in ten chapters following the ten subject areas listed in FPM, Chapter 410, Appendix A, Sub-chapter A-2d (2). As a correspondence course it includes an examination booklet with 12 study assignments and 12 examination assignment question sets and multiple-choice student response sheets for each, designed for return to a course coordinator for grading. The Examination answer key is available upon written request.
TYPE OF PROGRAM:	Correspondence Course (home study), but can be adapted to a classroom training course.
SUPERVISION:	As a Navy correspondence course it is administered and lessons are graded by NFTTC; for administration by others, arrangements, such as funding of costs for instructional materials, etc., would have to be negotiated with NFTTC Norfolk.
TIME TO COMPLETE:	Twelve assignments could be covered in 40 classroom hours; also could be staggered over several weeks.
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to DOD components, and quantity costs to other Federal agencies for course materials are subject to negotiation.

RELATED MATERIALS: If used for classroom instruction, the course could be supplemented by appropriate films, filmstrips, video-tape recording and playback, case studies, role play, and other instructional techniqes.

TITLE:	Commerce Supervisory Course
DEVELOPER:	U.S. Department of Commerce, Office of the Secretary, Office of Personnel
SUBJECT MATTER:	Supervisory training
PURPOSE:	To develop among supervisors in the Department of Commerce a familiarization of a modern concept of supervision. The following areas are covered: the nature of the supervisors's job, the supervisor's role and activities in the building of groups, the Commerce Department's bureau organization and its relationship throughout the Department, the requirements of personnel management in the Federal Service, supervisory work management activities and responsibilities, and the importance of developing a program of self-development as a supervisor.
ENTRY LEVEL:	All employees who have been appointed to supervisory positions
FORMAT:	The course consists of 15 Discussion Leaders's Guides and related training materials that are used with a variety of instructional techniques to accomplish maximum participant involvement. Each session can be used alone or combined to meet local needs and to provide the local supervisor with the desired training. Films, transparencies, and texts are listed with each Discussion Leader's Guide.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructors in the various sessions are required to conduct discussions of the subject matter involved.
TIME TO COMPLETE:	40 - 80 hours
VALIDATION DATA:	Not available
COPYRIGHT	In public domain
COST:	No charge to Government agencies for course materials prepared by developer

TITLE:	Management Techniques for Supervisors
DEVELOPER:	Department of Labor, Office of Personnel, Division of Training and Employee Development
SUBJECT MATTER:	Supervisory training
PURPOSE:	To develop, improve, and increase the basic administrative skills and capabilities of new and experienced supervisors. Introduces procedures and problems which a supervisor encounters in his real day-to-day world.
ENTRY LEVEL:	Supervisors (GS 5-14), Administrative Assistants, and Personnel Specialists
FORMAT:	Group and individual centered, highly participative, and makes uses of the systems approach. The methods used in the course are programmed instruction, film and taped lectures, group work exercises, role plays, case studies, and readings. Subject matter includes: The Role of the Supervisor; Problem Analysis; Time and Attendence; Staffing and Work Assignment; EEO; Position Management; Performance Evaluation; Labor Management Relations; and Employee Development. Instructor's guide, course workbook, handouts, audio tapes, and a film, are used. User must provide a reel-to-reel tape recorder 3 3/4 ips), flip chart stand, and projection screen. (DOL recommends that anyone conducting the course should first participate in it.)
TYPE OF PROGRAM:	Group and individual instruction
SUPERVISION:	An instructor or supervisor is required to conduct the course. Experience in personnel or administrative areas is not a requisite. Teams of two instructors or supervisors can be used for large classes.
TIME TO COMPLETE:	40 hours
VALIDATION DATA:	Course was developed based on DOL personnel evaluations, interviews with supervisors and managers, and real world -- day-to-day needs of supervisors. The course was piloted five times. A consolidated evaluation of participants (700 participants to date) is available. Follow-up interviews and group workshops are under way.

Management Techniques for Supervisors - continued

COPYRIGHT: In public domain

COST: No charge to Government agencies for course materials prepared by developer

RELATED MATERIALS:

Film: "Motivation Through Job Enrichment," BNA Films, Bureau of National Affairs, Inc., 5615 Fishers Lane, Rockville, Md. 20850, Purchase -- $350 per film; Rental -- $50 per film (per week).

Tapes:
"Selected Problems Discussion"
"Work Assignment"
"Position Descriptions"
"The Department of Labor's Performance Evaluation Program"
"Labor Management"
(Agency should modify these tapes to fit their own situation. Available from DOL on a loan basis only for reproduction purposes.)

Misc: Various union contracts, personnel manuals, etc., unique to DOL (Agencies should provide their own manuals, etc.)

TITLE:	Basic Management Techniques I
DEVELOPER:	U.S. Civil Service Commission, Bureau of Training, General Management Training Center
SUBJECT MATTER:	Management techniques
PURPOSE:	This course will provide the supervisor with the knowledge and skill necessary to set objectives, to develop information for planning, to move from plan to action, to organize the work group, to control the plan, and to plan his personal time.
ENTRY LEVEL:	All supervisors
FORMAT:	This workshop experience uses management simulations, practice exercises, case studies, and group discussions to develop specific management skills. Evening assignments (using programmed text) permit the participant to review and prepare for the next day. (CSC conducts an "Instructor's Institute for those who plan to conduct this course. Cost $300.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	An instructor is required to supervise the workshop sessions and to guide group discussions.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	Course materials consist of: (1) Instructor's Guide ($1.50 each) and (2) Participant's Workbook ($2.00 each). These materials are available at Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402.
RELATED MATERIALS:	Programmed Text: Principles of Management: A Program for Self-Instruction, 2nd edition, by Leonard J. Kazmier, McGraw-Hill Book Co., Distribution Center, Highstown, New Jersey 08520, 1964, 256 pages, $5.50 (soft bound).

TITLE:	Basic Personnel Management Correspondence Course
DEVELOPER:	U.S. Civil Service Commission, Denver Regional Training Center
SUBJECT MATTER:	Personnel management
PURPOSE:	To give a basic understanding of how the Federal Personnel System operates and to help the supervisor become familiar with the Federal Personnel Manual. The course covers the role of personnel management, the FPM System, general personnel provisions, recruitment, selections, placement, promotion, special programs, equal employment opportunity, classification, classification program management, manpower utilization, etc.
ENTRY LEVEL:	Supervisors wanting a greater understanding of the personnel regulations under which they must manage.
FORMAT:	The method of question-and-answer instruction is employed in the course. Each lesson will deal with a different subject or specialty. The questions are simple, but thought provoking. There are four types of questions: true-false, multiple choice, matching and short-answer completion. The course is divided into six lessons with one booklet to be completed and sent in for scoring for each lesson. A suggested reading list is included in the course.
TYPE OF PROGRAM:	Self-instruction; instruction by correspondence
SUPERVISION:	An experienced coordinator provides guidance and lesson reviews.
TIME TO COMPLETE:	One year time limit
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer

TITLE:	Introduction to Management in Logistics
DEVELOPER:	U.S. Army Logistics Management Center, Fort Belvoir, Virginia
SUBJECT MATTER:	Management skills and the logistics system
PURPOSE:	To provide the student with a sound knowledge of the principles and concepts of management functions; communications; human relations; problems of planning, organizing and controlling; delegation of authority and responsibility; managerial techniques and methods; management systems; automatic data processes in management; defense financial management; and interrelations of logistic functions.
ENTRY LEVEL:	GS-5 or higher with current or anticipated assignment to a supervisory position. Military: 2nd Lieutenant and Warrant Officer
FORMAT:	This subcourse is for individual study. A study guide leads the student into a series of objective lessons and subjective written analyses of cases based on real life environment in logistics management. Course includes case studies, a special text and a lesson book.
TYPE OF PROGRAM:	Self-instruction; instruction by correspondence
SUPERVISION:	Coordinator grades examinations and provides assistance
TIME TO COMPLETE:	36 hours
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain, except that permission to reproduce must be obtained from USALMC
COST:	No charge to Government agencies for course materials prepared by developer

TITLE:	Management and Group Performance
DEVELOPER:	U.S. Civil Service Commission, Bureau of Training, General Management Training Center
SUBJECT MATTER:	Management training
PURPOSE:	To provide new or experienced managers, above the first level of supervision, with a greater insight into the nature of their jobs. A conceptual framework is used, which allows them to approach the managerial job on a logical and rational basis, rather than an intuitive basis.
ENTRY LEVEL:	Managers at the operating level who direct the activities of subordinate supervisors and work groups. Within these guidelines, managers at any grade level may take this course.
FORMAT:	Through discussions, practice and evaluation, participants have an opportunity to analyze their jobs in terms of what they do; how they do it; and why they do it the way they do. Handouts and a text are provided. Before the course begins, participants recieve a reading assignment on management, plus questionnaires dealing with their work and activities. (CSC conducts an "Instructor's Institute" for those who plan to conduct this course. Cost $300.)
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	An instructor is required to be on hand at all times to assist in discussions and to monitor group activities.
TIME TO COMPLETE:	40 hours including home assignments
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	Course materials consist of: (1) Instructor's Guide ($3.00 each) and (2) Participant's Handouts ($1.75 per set). These materials are available at Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402.

RELATED MATERIALS: Text: Managerial Behavior: Administration in Complex Organizations by Leonard R. Sayles, McGraw-Hill Book Co., Distribution Center, Highstown, N.J. 08520, 1964, 269 pages, $7.50.

TITLE:	Motivation and Productivity
DEVELOPER:	Department of the Army, Office of the Deputy Chief of Staff for Personnel
SUBJECT MATTER:	Manager development
PURPOSE:	To help increase awareness of relationship between motivation and productivity; recognize outmoded concepts; become familiar with current concepts; and encourage supervisors to provide conditions within their organizations to permit motivation to occur.
ENTRY LEVEL:	Managers and supervisors at all levels
FORMAT:	Group-centered instruction using mixed training methods. Consists of seven 3-hour sessions: Introduction to Motivation and Productivity; What Motivates; Work as a Motivator; Achievement Motive; Diagnosing Management; Rebuilding Organization for Greater Motivation; and Conclusion. Course built around commerical films by leading authorities.
TYPE OR PROGRAM:	Group instruction
SUPERVISION:	The same instructor is recommended to teach the entire course.
TIME TO COMPLETE:	21 hours (seven 3-hour sessions)
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Films: "Understanding Motivation" "Motivation Through Job Enrichment" "Human Nature and Organizational Realities" "The Self-Motivated Achiever" "The Management of Human Assets" BNA Films, Bureau of National Affairs, Inc., 5616 Fishers Lane, Rockville, Md. 20850, Purchase -- $350 per film; Rental -- $50 per film (per week). "Forget Richards," Television, Radio and Film Commission of the Methodist Church, 1525 McGavock Street, Nashville, Tenn. 37203 (Write to organization for information).

TITLE:	Dictation for Managers
DEVELOPER:	Defense Supply Agency, Administrative Support Center
SUBJECT MATTER:	Dictation procedures
PURPOSE:	This course is designed to: (1) develop an understanding of the value of using dictation as a tool in written communications; (2) establish the basic principles of effective dictation; and (3) provide practice in the application of these basic principles.
ENTRY LEVEL:	Managers who give or could give dictation.
FORMAT:	First part of this course is designed primarily to emphasize, through discussion, the basic principles of good dictation. Discussions follow outline of lesson plans and handouts. The second part of the course is designed to give practice in applying these principles. Dictation machines are used as a part of the individual practice. User must provide a flip chart pad or chalkboard.
TYPE OF PROGRAM:	Small group instruction
SUPERVISION:	Supervision required
TIME TO COMPLETE:	8 hours actual class time
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer

TITLE:	Human Relations for the Air Force Manager
DEVELOPER:	Department of the Air Force, Deputy Chief of Staff, Personnel
SUBJECT MATTER:	Human Relations
PURPOSE:	To provide managers of professional personnel with useful human relations managing tools. It includes problem solving techniques dealing with human relations problems.
ENTRY LEVEL:	Intended for managers who have had basic supervisory training and experience above the level of the first-line supervisors
FORMAT:	This is a group centered course requiring intense learner involvement. Students are required to complete worksheets and read several articles in the text. Human relations problems are analyzed through such devices as role-playing, buzz groups, and leaderless group discussions. An instructor's guide for each of 6 seminars provides course materials and discussion guidelines.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor is required to be on hand at all times to assist in discussions and to monitor group activities. (It is recommended that instructors have training and experience as conference leaders and a thorough understanding of group dynamics, behavioral science, and an awareness of agency management programs.)
TIME TO COMPLETE:	15 hours plus reading assignments
VALIDATION DATA:	Some data available from developer
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer

TITLE:	Workshop for Middle Managers
DEVELOPER:	Department of the Army, Office of the Deputy Chief of Staff for Personnel
SUBJECT MATTER:	Management development
PURPOSE:	To provide the participant with the opportunity to work toward a meaningful understanding of his role as a manager. He will be able to assess his place in the organizational structure by examining his managerial role. He also will be able to explore certain basic assumptions about how an enterprise should be organized and administered.
ENTRY LEVEL:	All managers/supervisors above the first level but below the top levels of an organization
FORMAT:	Advance preparation requires participant to clarify his role as it relates to expectations of supervisors and subordinates and the working relationship with associates. The workshop involves a combination of structured activities which are conducted through the use of lectures, discussions, and individual and group assignments. Methods of instruction requires: (1) large room for general assembly, and (2) breadkout rooms for small group activity. Articles on management theory are reviewed by the group. The workshop requires 6 to 7 "guest" lecturers to present prescribed subject matter. It uses films and an audio tape recording.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor required throughout the course.
TIME TO COMPLETE:	40 hours (5 consecutive days)
VALIDATION DATA:	Not abailable
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Films: "The Department Manager," McGraw-Hill Book Co., Text Film Dept., 330 West 42nd Street, New York, N.Y. 10036, Purchase -- $135.

Workshop for Middle Managers - Continued

"What Emotional Health Looks Like,"
Audio Visual Section, Center for Disease
Control, U.S. Dept. of Health, Education
and Welfare, Atlanta, Ga. 30333,
Purchase -- $100.

Tape: "Listening as a Factor in Communications,"
by Dr. Ralph Nichols, Department of the Army,
Office of the Deputy Chief of Staff for
Personnel, Washington, D. C. 20310.
(available on limited loan basis).

TITLE:	The Effective Executive
DEVELOPER:	Department of the Army, Office of Civilian Personnel, Fort Belvoir, Virginia
SUBJECT MATTER:	Manager development
PURPOSE:	Provides manager training on: managing time; goal setting; advance planning; decision making; and effective staffing.
ENTRY LEVEL:	Middle managers and top executives
FORMAT:	Course developed around Peter Drucker film series. The "stop-film" approach is used in 4 of the 5 sessions. Discussion hand-outs are also used. User must provide a 16mm projector and projection screen.
TYPE OF PROGRAM:	Group instruction
SUPERVISION:	Instructor must be present throughout each sesssion as a discussion leader.
TIME TO COMPLETE:	8 hours
VALIDATION DATA:	Not available
COPYRIGHT:	In public domain
COST:	No charge to Government agencies for course materials prepared by developer
RELATED MATERIALS:	Films: "Managing Time" "What Can I Contribute" "Focus on Tomorrow" "Effective Decisions" "Staffing for Strength" BNA Films, Bureau of National Affairs, Inc., 5615 Fishers Lane, Rockville, Md. 20852, Preview -- $15 per film (1 day); Rental -- $50 per film (per week).

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